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DD/S&T-4134-69  
27 October 1969

**MEMORANDUM FOR:** Acting Executive Officer/DD/S&T

**SUBJECT :** Program Memoranda

**REFERENCE :** Memo, Study Proposal to Meet the DD/S&T  
Management Information System Require-  
ments, dated 24 August 1967  
(DD/S&T-3408-67)

1. Per our conversation 21 October 1969, I request your permission to read the Program Memoranda related to DD/S&T activities for the following reasons.

2. In 1967 I wrote a proposal for a directorate MIS Study predicated on the existence of Agency goals, or objectives and the relationship of DD/S&T projects and activities to those goals to establish a priority listing of operational goals for the directorate. The only documents that come reasonably close to defining Agency goals or objectives are the Program Memoranda.

3. As Mr. Duckett has stressed most recently, the need for relevant evaluation of our efforts must be tied to definite requirements. Those requirements must spring from Agency goals or objectives. If such goals or objectives do not exist, then we in this directorate are hard pressed to justify our resource expenditures in programs or projects, even though we may be convinced that such programs or projects are valid.

4. My intent is to relate as many DD/S&T projects and activities as possible to Agency program objectives and goals, and make them more readily available to Mr. Duckett when he defends our directorate's efforts. A clear audit trail must exist from information (that represents planned or actual resources) through the hierarchy of objectives that incorporate requirements (that represent recognized needs); otherwise, any information or reports produced for management cannot be adequately defended under challenge.

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Spec. Asst. to  
AEO/DD/S&T

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APPROVED: Only the DD/S&T CPC for last year.

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O/DD/S&T/Compt/Spec Asst to AEO,

(23 Oct 1969)

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